

Government of the District of Columbia

FY 2003 Proposed Budget and Financial Plan

One City, One Future

Submitted to the

Congress of the United States

by the

Government of the District of Columbia

Government of the District of Columbia

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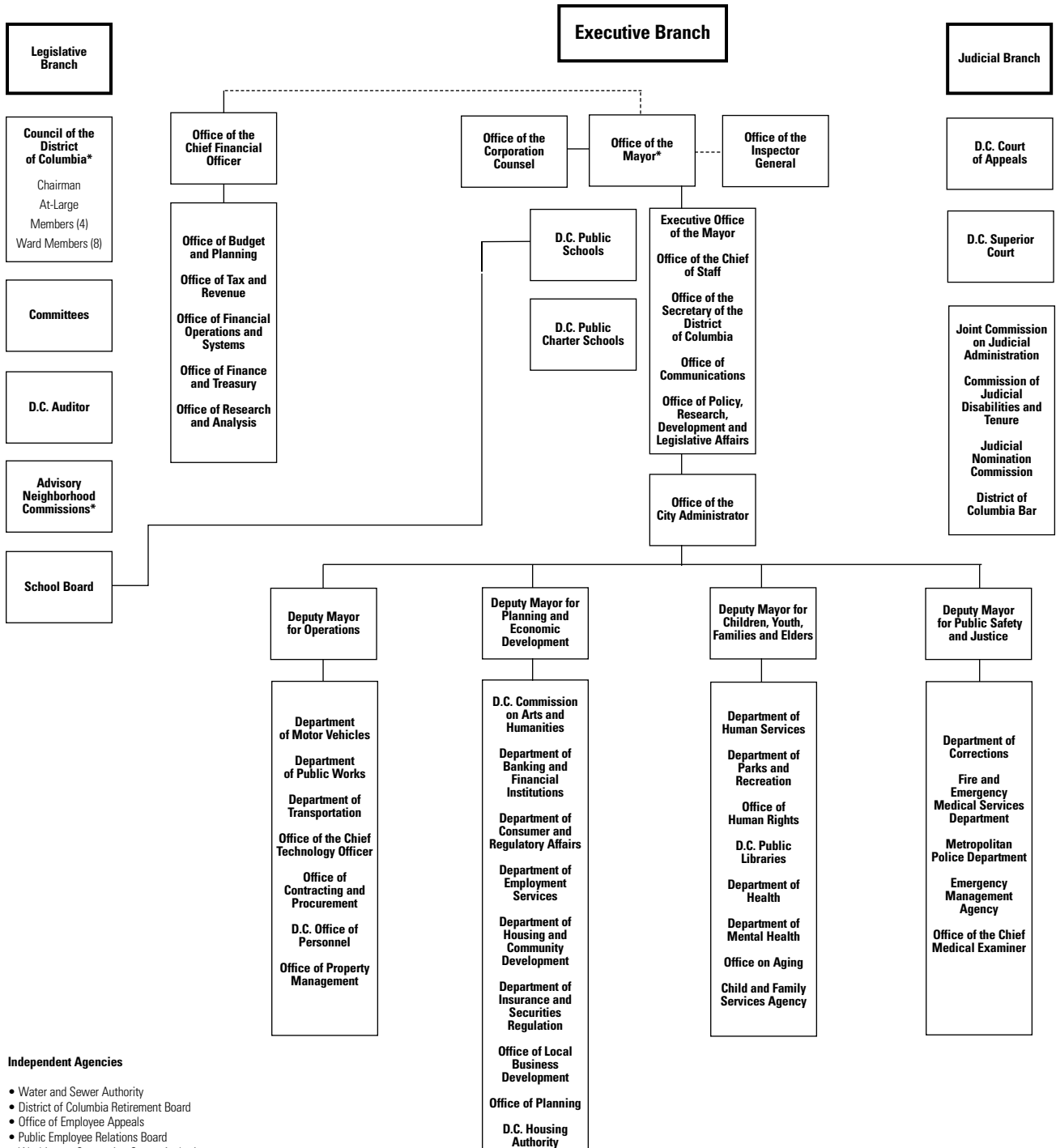
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Organization Chart, Government of the District of Columbia



Independent Agencies

- Water and Sewer Authority
- District of Columbia Retirement Board
- Office of Employee Appeals
- Public Employee Relations Board
- Washington Convention Center Authority
- Washington Convention and Tourism Corporation
- Housing Finance Agency
- Court Services and Offender Supervision Agency
- Pretrial Services Agency
- D.C. Lottery and Charitable Games Control Board
- D.C. Sports and Entertainment Commission
- Office of the People's Counsel

Charter Independent Agencies

- Zoning Commission
- D.C. Public Schools
- Public Charter Schools
- Public Service Commission
- Board of Elections and Ethics

Regional Bodies

- Metropolitan Washington Council of Governments
- National Capital Planning Commission
- Washington Metropolitan Area Transit Authority
- Washington Metropolitan Area Transit Commission

* Elected officials

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Transmittal Letter



ANTHONY A. WILLIAMS
MAYOR

June 4, 2002

The Honorable George W. Bush
President of the United States
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear President Bush:

On behalf of the 570,000 residents of the District of Columbia, I transmit the proposed *FY 2003 Budget and Financial Plan: One City, One Future*. At a time when economic and security challenges face our city and our nation, elected leaders must be especially disciplined and resourceful, and must make tough choices among competing priorities. This budget proposal reflects such choices. It includes small but important investments in areas of high priority to citizens, and it includes sacrifices in other areas as needed to preserve the city's strong financial recovery.

This budget is also significant because it is the first developed and passed without oversight by the former Control Board. It marks a thriving democracy in which the Mayor and Council were able to iron out differences and reach agreement toward a fiscally responsible budget.

Specifically, this proposed budget supports four central goals that must guide decision-making at this time in the District's development:

- Invest in key priorities
- Reduce spending
- Provide tax relief only when affordable
- Obtain relief from federal barriers to D.C.'s financial recovery

By meeting these goals, the District government will ensure that city services and neighborhoods continue to improve, while maintaining the highest standards of fiscal responsibility. The following sections present how the proposed *FY 2003 Budget and Financial Plan* will accomplish these tasks.

Invest In Key Priorities

The District is undergoing a renaissance -- in our neighborhoods, downtown, and in city services. However, because too many neighborhoods and services still suffer after decades of neglect, much work remains to be done. This budget provides strategic investments requested by citizens through strategic planning processes at the city-wide and neighborhood level. Based on this input, the priorities of the government continue to center around:

- Education
- Neighborhood quality of life
- The safety net
- Making government work
- Anacostia Waterfront
- Neighborhood Action

In the District's proposed FY 2003 budget, these priorities continue to receive the focus of our efforts. Our investments do not come without sacrifice, however. In some areas, expenditures have been reduced to make funding available for higher priorities.

Reduce Spending

The District no longer suffers from rampant overspending by agencies. There remain, however, two troubled programs -- special education and Medicaid -- that require immediate reform in order to compensate for decades of operational neglect. To provide this reform, the District is developing cost-containment measures in each of these areas, and the agencies administering these programs will be held accountable for producing, at a minimum, \$50 million in annual savings by the beginning of FY 2005. Between now and then, this budget proposes the use of Tobacco Settlement savings from debt defeasance to finance the health-related and special education spending causing these pressures.

In addition to controlling these costs, the District's budget includes strategic spending reductions in order to balance the budget and make resources available for critical neighborhood priorities. These efforts to trim spending by the Mayor and Council yielded approximately \$90 million in operating cost reductions and \$230 million in capital project reductions across the government.

Provide Tax Relief Only When Affordable

As leaders across the nation are finding, economic booms often breed tax cuts that states later find they cannot afford. Despite this national trend, the District remains committed to a responsible method for reducing the tax burden for citizens and businesses, given that studies show our residents' tax burden continues to be higher than those in

surrounding jurisdictions – a disparity that continues to diminish the District's competitiveness.

To partially address this disparity, the *FY 2003 Proposed Budget and Financial Plan* takes a balanced approach to tax relief. This budget suspends new personal income tax cuts until the District can accommodate them without disrupting our fiscal balance. It also funds a planned reduction in the franchise tax – a reduction that benefits small businesses and other companies that are the engine of our economic recovery, and who have had no tax cuts thus far under the Tax Parity program.

In addition, the budget limits increases in property taxes to 25% for those receiving their first annual assessment this year. This funding will ensure that residents will not be discouraged from living in the District by escalating property taxes.

To summarize, the proposed expenditures and revenues reflect a responsible set of investments -- and the sacrifices -- as needed to continue our economic recovery. This careful approach reflects what has become a strong standard of fiscal responsibility in the District of Columbia. On this road to recovery, however, there remain several barriers that can only be removed by the federal government.

The Time for Budgetary Autonomy

Over the past five years, the District has shown its will and ability to not only solve its financial crisis, but to continuously strengthen its financial health. During the control period -- and since its end -- District citizens and leaders have steered the city cautiously and responsibly. This stewardship is reflected through balanced budgets, clean financial audits, bond rating upgrades from Wall Street, and hundreds of millions of dollars in financial reserves.

To institutionalize this financial responsibility at the local level, the federal government has before it the Fiscal Integrity Act of 2002. This legislation will permanently authorize the city's Chief Financial Officer to maintain independent monitoring and control over key financial functions.

The Act also addresses the disruption of D.C.'s annual budget cycle by removing locally-generated tax dollars from the federal appropriation process. In the past, the congressional schedule has often interfered with the effective execution of the District's budget. Congress rarely completes the District's appropriation before the start of the fiscal year. Therefore the District typically suffers a one or two month delay in implementing its annual budget.

To remedy this situation, the Fiscal Integrity Act establishes budgetary autonomy for the District's local funds, beginning with fiscal year 2004. Upon passage of this Act, the District's budget would become effective upon approval by the City Council and Mayor. The federal government would continue to approve a D.C. appropriations act governing

federal funding, Congress would continue to hold hearings, and general legislative provisions would still apply to the District. But the annual program cycle of the District, which depends primarily on the expenditure of local funds, would no longer be disrupted by the schedule of Congress.

So that the federal government may continue to monitor the financial performance of the District, the Act also establishes an early warning system that will identify impending threats to financial stability. Through this mechanism, and through the independent Chief Financial Officer, the Fiscal Integrity Act will strongly enhance the District's continued financial recovery. In the strongest terms, I urge the President and Congress to support and enact this legislation.

Federal Barriers to the District's Financial Recovery

For the purpose of providing services, the federal government treats the District like any state. But in terms of funding those services, the federal government places major restrictions and demands on the District that no state must face. Specifically, the federal government:

- Does not allow D.C. to tax the income of non-resident workers
- Requires a height restriction on all buildings in D.C., which further limits the city's tax base
- Requires major municipal services for the large presence of federal events, property, and employees – services which must be funded by local residents.

Because of this disparate treatment, the District faces a *structural imbalance* between growing expenditures and limited revenues. Experts estimate this imbalance to be \$400 to \$500 million annually, and predict it can threaten D.C.'s financial recovery and operational improvements.

~~Does this mean the District is showing a deficit now or in the near future?~~ No, because local leaders have demonstrated fiscal discipline and are committed to fiscal balance, and because federal law does not allow deficit spending in the District. Instead, the District has made major sacrifices to hold off the structural imbalance.

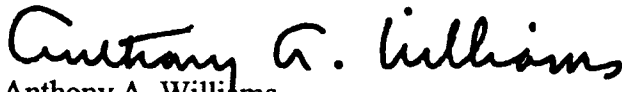
The federal government must play an important role in removing the barriers to D.C.'s financial recovery. This can be accomplished by removing the limitations on our tax base, and ending the uncompensated service demands, or by providing compensation for this disparate treatment of the District. Congresswoman Eleanor Holmes Norton has introduced the Fair Federal Compensation Act of 2002, which will provide federal compensation to the District so it can continue to provide improved services to local taxpayers, commuters, and the federal government, while maintaining its new-found and hard-earned fiscal strength. The District strongly encourages the President and Congress to support this bill.

A Critical Juncture in the District-Federal Partnership

In this new era of the District and national history, the President, Congress, and District leadership have demonstrated strong cooperation and mutual commitment to the well-being of the nation's capital city. We appreciate your support in carrying forward this spirit of cooperation as we pursue enactment of this budget, of the Fiscal Integrity Act, and of the Fair Federal Compensation Act.

On behalf of the citizens of the District of Columbia, I hereby submit the *FY 2003 Budget and Financial Plan: One City, One Future* for your support and transmittal to Congress.

Sincerely,

A handwritten signature in black ink, reading "Anthony A. Williams". The signature is written in a cursive, flowing style.

Anthony A. Williams
Mayor

How To Read The Budget

How to Read the Budget

The FY 2003 Proposed Budget and Financial Plan serves as a communication tool on policy priorities, agency operations, program/organizational structures, and performance measures.

This budget book provides information concerning sources of revenue and the use of these funds. It forecasts economic and financial conditions, current and planned long-term debt financing. It also reflects policy decisions, and provides other important financial information needed to operate the District's government. These elements are essential for the sound management of government resources and accurate financial reporting.

How to Read the Budget describes the sections of this budget volume that define the budget priorities for the District. These sections are consistent with the National Advisory Council on State and Local Budgeting Recommended Budget Practices that call for a presentation of information that provides the reader with a guide to government programs and organizational structure. Additionally, these sections are consistent with the Government Finance Officers Association's (GFOA) standards for the Distinguished Budget Presentation Award.

The budget consists of three sections:

Special Chapters – This section contains several narrative chapters that provide general budget and financial information, including financial plans, revenues, expenditures and other budget related initiatives of the District that serve to inform the reader, at a high level, on the state of the District's finances.

Agency Chapters – This section describes the budget for each of the District's agencies by appropriation title.

Appendices – This section includes referenced documents such as the Budget Support Act, that are needed to explain and execute the FY2003 Budget.

Special Chapters

Introduction: FY 2003 Proposed Budget and Financial Plan

This chapter presents a descriptive and graphical summary of the budget and financial plan. It describes the FY 2003 budget development process and the sources and uses of the funds; discusses the beginning and ending fund balance, and provides an overview of key priorities for FY 2003.

Performance-Based Budgeting (PBB)

This chapter describes the District's transition to a budgeting approach that aligns resources with results. In the FY 2003 proposed budget, seven agency budgets were formulated and presented using PBB techniques. Implementing PBB will greatly improve the District's ability to make policy and funding decisions based on anticipated results and improve the District's ability to hold program managers accountable for achieving results.

Financial Plan

This chapter summarizes planned revenues and expenditures for FY 2003-2006. The chapter includes financing sources and uses and the assumptions used to derive the short-term and long-term economic outlook. It assesses the impact of budgetary decisions on the financial health of the District.

Revenue

This chapter presents the current revenue projections certified by the Chief Financial Officer. This chapter also addresses the District's revenue sources, its economy, and the outlook for revenue through FY 2006.

Operating Expenditures

This chapter describes the District's general fund expenditures in recent years and projections for the future. It shows the changes between FY 1997 and FY 1998 brought about by the Revitalization Act, which altered the Federal-District relationship in several program areas, such as the judicial system, and then analyzes expenditures between FY 1998 and FY 2001, both by agency and by type of services paid for personnel, supplies, or fixed costs. Finally, it discusses expenditure projections in FY 2004 through FY 2006, as presented in the financial plan.

Capital Improvements Plan (CIP)

This chapter is a comprehensive, annually updated, six-year plan for the development, modernization or replacement of city owned fixed assets. The CIP provides readers with project descriptions and their scope. It also describes the programmatic goals of various District agencies and how these goals impact the need for new, rehabilitated or modernized facilities and systems. Finally, it details the financial impact and requirements of all the District's capital expenditures.

Agency Budget Chapters

The agency budget chapter structure has been revised from the previous year. Although it still provides a general operating budget, capital budget, and programmatic and performance measure information on the specific programs within District agencies, the format of these chapters has been enhanced to improve readability and to explicitly illustrate the resources available, what the resources are spent on, and what is achieved with these resources.

Agency budget chapters are grouped by appropriation title and contain the following information:

- Agency name and code
- FY 2003 proposed operating and capital budget table
- Introduction
- Agency mission
- Strategic result goals
- Did You Know table
- Where the Money Comes From
- How the Money is Allocated
- Program/Organization Chart

- Programs
- Funding Box (PBB agencies only)
- Program Description
- Program Initiatives
- Key Result Measures (PBB agencies only)
- Capital Improvement Plan
- Capital Improvement Plan Funding Table
- Performance Accountability Plan (non-PBB agencies only)

For PBB agencies, the agency mission, strategic result goals, and key result measures are taken from the agency's strategic business plan. See the PBB special chapter in this budget for additional information.

Some of the major structural changes of the narratives from the previous year include:

- A new introductory section (presented on the first page of each narrative). This section includes a chart depicting operating funding, the agency's mission statement and strategic goals.
- A "Did You Know..." table that presents interesting facts about the agency. While not integral to understanding an agency's FY 2003 budget, it presents useful information that provides greater context for understanding an agency and its budget.
- A "Where the Money Comes From" chart. This is a revenue table that shows the sources of funding (i.e., federal, local, private, and other funds).
- A "How the Money is Allocated" section. This section includes an expenditure table by object class (or the reporting level) and a funding narrative that describes overall budget and full-time equivalent (FTE) variances from the prior year and other significant changes at the object class level.
- An expanded program section. This section includes a chart illustrating the organizational structure of the agency, program descriptions, program initiatives, and for PBB agencies, a funding summary including FTEs supported by the program.

To help the reader navigate the agency narratives with ease, an example of an agency narrative with callout boxes, in this case the Department of Public Works immediately follows.

Agency code

(KT0)

Department of Public Works

Agency name

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget			
- Department of Public Works	\$88,919,967	\$107,776,825	21.20
- Office of Transportation	\$38,346,532	-	-
TOTAL	\$127,266,499	\$107,776,825	

The FY 2002 numbers were derived from the aggregate funding level for the Department of Public Works approved but isolated strictly for historical and comparative purposes. The FY 2002 approved budget of \$127,266,499, for the Department included \$38,346,532 for the Department of Transportation, which is now agency KAO. As a result of the separation of DDOT will continue to use the same agency code (KAO). A new agency code (KT0) was established for the Department of Public Works.

This shows the agency's FY 2002 approved budget, the FY 2003 proposed budget and the variance from FY 2002 to FY 2003.

The mission of the Department of Public Works is to provide sanitation, parking enforcement, fleet maintenance, and energy related services to District residents, visitors, and businesses. To ensure safe, clean and aesthetic neighborhoods and public spaces.

This describes the agency's mission and purpose.

Prior to FY 2003, the Department of Public Works (DPW) was responsible for the functions performed by the District Department of Transportation (DDOT). For FY 2003, DDOT has been separated from DPW to form a new

agency. DDOT will continue to use the agency code KAO previously assigned to DPW and agency code KT0 has been established for DPW.

The Department of Public Works plans to fulfill its mission by achieving the following strategic result goals:

- Ensure the cleanliness of the District's gateway corridors, high-visibility commercial areas, residential neighborhoods and industrial zones.
- Generate a rating of clean or moderately clean for 85 percent of commercial areas by FY 2003 (based on Clean City Coordinator's Environmental scale).
- Deliver scheduled services in a reliable manner.
- Publish 100 percent of core or service delivery expectations by FY 2003.
- Deliver 95 percent of services within established time frames by FY 2004.
- Establish training and incentive programs to attract and retain a highly skilled workforce

This reflects the strategic result goals for the agency to be accomplished within two to three years.

Did you know...

Telephone to request DPW service	(202) 727-1000
Miles of city streets cleaned by DPW sweepers	1,100
Number of blocks of residential streets monitored by DPW parking officers	3,500
Number of metered parking spaces monitored by DPW parking officers	15,200
Number of public littercans provided by DPW on heavily used streets throughout the District	2,700
Tons of leaves collected from	8,000
	2,000

Interesting facts about the agency.

Department of Public Works

F-1

Mission critical equipment will be available for core services.

- By FY2003, 90 percent of DPW's mission

This presents the agency's total operating budget from each funding source (local revenue, federal and private grants, other revenue and Intra-District). A comparison of the FY 2000 Actual, FY 2001 Actual, FY 2002 Approved, FY 2003 Proposed budget and the change from FY 2002 is presented.

- By FY2004, 100 percent of core service delivery worksites will have been improved within the past three years.

DPW programs will contribute to the citywide environmental agenda.

- By FY2003, 100 percent of DPW facilities will participate in the government building recycling program.
- The District of Columbia Comprehensive Energy Plan will be completed in FY2002.

Where the Money Comes From

Table KT0-1 shows the sources of funding for the Department of Public Works.

Table KT0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	0	0	0	81,835	81,835
Other	0	0	0	2,242	2,242
Intra-District	0	0	0	16,248	16,248
Gross Funds	0	0	0	100,325	100,325

Funding Summary

Based on the separation from the District Department of Transportation (DDOT) the numbers depicted in the text below were derived from the FY 2002 aggregate funding level for the Department of Public Works' approved budget and been isolated strictly for historical and comparative purposes. IMPORTANT NOTE: The FY 2002 funding level is currently reflected in the Department of Transportation. As a result of the separation, DDOT will continue to use the same agency code (KA0). A new agency code (KT0) has been established for DPW.

Local Funds

The proposed Local budget is \$82,498,211, an increase of \$7,639,278, or 10.2 percent, over the FY 2002 approved budget of \$74,858,933. Of this increase \$2,825,274 is for personal services and \$4,814,004 is for nonpersonal services.

There are 1,067.2 FTEs funded by Local sources, a decrease of 180.5 FTEs from FY 2002. This decrease is associated with the separation of 129.5 FTEs that are attached to the District Division of Transportation (DDOT) and the

Local Funds

This describes the local dollars or general fund dollars associated with the agency and the FTEs supported by the fund. Local dollars consist of both tax and nontax revenues that are not earmarked for particular purposes and are allocated to fund District programs.

in FY 2002. This increase provides for the remaining 30 percent funding for the posi-

Federal Funds (not shown)

This identifies funding (usually in the form of grants) provided by the Federal government to support federally mandated programs, such as Medicaid. These funds are earmarked for a particular purpose or program and cannot be reallocated to other programs.

This lists the agency's expenditures for two prior years, the current year, and upcoming fiscal year at the Comptroller Source Group (Object Class) level.

How the Money is Allocated

Tables KT0-2 and 3 show the FY 2003 proposed budget Source Group level (Object Class level) and FTEs by f

Table KT0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group*

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	0	0	0	35,513	35,513
Regular Pay - Other	0	0	0	8,556	8,556
Additional Gross Pay	0	0	0	1,118	1,118
Fringe Benefits - Curr Personnel	0	0	0	7,200	7,200
<i>Personal Services</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>52,388</i>	<i>52,388</i>
Supplies and Materials	0	0	0	3,699	3,699
Energy, Comm. and Bldg Rentals	0	0	0	7,267	7,267
Rentals - Land and Structures	0	0	0	1,749	1,749
Janitorial Services	0	0	0	292	292
Security Services	0	0	0	2,409	2,409
Other Services and Charges	0	0	0	15,363	15,363
Contractual Services - Other	0	0	0	12,433	12,433
Equipment and Equipment Rental	0	0	0	3,852	3,852
Debt Service	0	0			
<i>Nonpersonal Services</i>	<i>0</i>	<i>0</i>			
Total Proposed Operating Budget	0	0			

This lists the agency's FTEs for two prior years, the current year, and upcoming fiscal year aby fund type.

Table KT0-3

FY 2003 Full-Time Equivalent Employment Levels*

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	0	0	0	1,059.2	1,059.20
Other	0	0	0	40	40.00
Intra-District	0	0	0	139	139.00
Total FTEs	0	0	0	1,238.2	1,238.20

*Due to the separation of agencies, the FY 2002 approved budget is reflected as the consolidated budget for the District Department of Transportation (KAO). Refer to the Operating Appendices (bound separately) for further details.

enhancement including: \$ provide additional street lighting containers, to address requests neighborhoods and \$700,000 Centralized Towing, Tracking and (CTTDS).

Intra-District Funds
This describes funding for services provided by one District agency to another.

location of resources due to the reorganization of DPW in FY 2002. Changes over the FY 2002 approved budget are as follows: \$887 due to the restructuring of resources, a corresponding adjustment to reflect anticipated O-type revenues.

Other/Private Fund
This discusses funding associated with private donations, grants, and charges for services that are retained by the agency to cover the cost of the service provided (i.e. refuse collection fees).

reduction of \$286,000 for cost-savings associated with the Office of the Financial Officer's consolidation. Savings will be returned to the General Fund to be reallocated to other operations requiring local funds. Reduction of \$1,074,855 in nonpersonal services associated with cost-saving initiatives. Savings will be returned to the General Fund to be reallocated to other operations requiring local funds.

Intra-District Funds

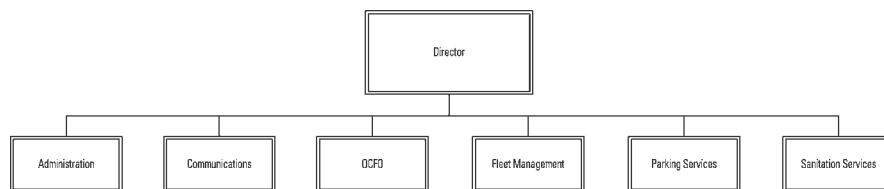
The proposed Intra-District budget is \$16,247,697, an increase of \$3,739,083, or 29.9 percent, over the FY 2002 approved budget of \$12,508,614. Of this increase \$3,071,912 is for personal services and \$667,171 is for nonpersonal services. There are 139 FTEs supported by Intra-District funds, an increase of 71 FTEs over the FY 2002 approved FTE level. The significant changes over the FY 2002 approved budget are as follows:

- A net increase of \$3,739,083 that includes \$3,071,912 for positions whose funding support will move from Local PS to Intra-District PS based on the agency's proposed restructuring of the Fleet Management operations, and \$667,171 in related NPS costs.

Other Funds

The proposed Other budget is \$2,242,307, an increase of \$689,887, or 44.4 percent, over the FY 2002 approved budget of \$1,552,420. Of this increase \$410,390 is for personal services and \$279,497 is for nonpersonal services. There are 40 FTEs funded by Other sources, a decrease of 10 FTEs from the FY 2002 level. This decrease is

Figure KT0-1
Public Works



Program chart
The agency's program chart displays the structure of the agency. The chart shows the name of the program areas within the agency. Each agency has at least one program area.

Budget and Financial Plan

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This summarizes the programs and services that the agency provides. A description of the various divisions and their funding levels within the agency is included. This section also discusses major program initiatives.

Programs

The Department of Public Works is committed to the following programs:

Sanitation Services

This program manages the collection and disposition of solid waste (trash and recyclables) from more than 110,000 District residences, enforces compliance with District and federal trash disposal laws, and cleans approximately 1,100 miles of streets and 400 miles of alleys in the District.

Key initiatives associated with the Sanitation Services program are:

- Reengineering the residential recycling program to increase the diversion rate.

This provides an overall budgeted funding level and number of approved full-time equivalent employees (FTEs) for FY 2002 to FY 2003 for a specific program (PBB only)

ionalizing Sanitation
integrating routing soft-
al Information Systems
veness of alternative fuel
proposed funding for
\$39,840,621, or 39.5
proposed budget and

600 FTEs.

	FY 2002	FY 2003
Budget Amount	NA*	\$39,840,621
FTEs	NA*	600

* Data is not available for prior years, since the agency has created a new program structure based on Performance Based Budgeting

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: Tom Henderson, Solid Waste Administrator

Program Manager Supervisor: Leslie Hotaling, DPW Agency Director

Percent of D.C. gateways, commercial and residential "moderately clean"

	FY 2003	FY 2004
	85	85

This shows the overall success of a program.

Percent of on-time trash collection during scheduled hours

	FY 2003	FY 2004
Target	94	95

Percent of bulk pick-ups collected within 10 days of customer's request

	FY 2003	FY 2004
Target	97	98

Percent of waste transferred within the same business day

	FY 2003	FY 2004
Target	95	95

Percent of sanitation enforcement requests investigated within 5 business days

	FY 2003	FY 2004
Target	80	90

Parking Services

This program provides enforcement services to District residents, businesses, and visitors for the purpose of encouraging voluntary compliance with parking regulations and ensuring safe and normal traffic flow. To achieve these objectives, the program enforces on-street parking regulations in the District, impounds vehicles that are illegally parked and create a safety hazard or obstruct necessary access, and removes and disposes of abandoned and junk vehicles.

Key initiatives associated with the Parking Services program are:

- Shortening the cycle time for the disposal of abandoned and junk vehicles through legislative and business process modifications.
- Hiring the full contingent of parking officers and deploying them by neighborhood to tailor enforcement services to community needs.

For FY 2003, proposed funding for Parking Services totals \$21,157,974, or 21 percent of the FY 2003 proposed budget and 390 FTEs.

	FY 2002	FY 2003
Budget Amount	NA*	\$21,157,974
FTEs	NA*	390

* Data is not available for prior years, since the agency has created a new program structure based on Performance Based Budgeting

This presents a summary of the projects that are proposed to receive funding in FY 2003 through FY 2008. Projects proposed for FY 2003 are described in this section as well as the funding schedule of the projects through FY 2008. Existing projects that are not proposed to receive additional funding are described in prior volumes of the Capital Improvement Plan.

Target	5	
Percent of training session participants reporting they learned new skills they can use on the job		
	FY 2003	FY 2004
Target	70	75
Percent reduction of employee lost workday injury cases DPW-wide as compared with FY 2002 baseline data		
	FY 2003	FY 2004
Target	10	10
Percent of facility improvement projects in DPW completed on time and on budget		
	FY 2003	FY 2004
Target	75	75

Capital Improvements Plan

As part of the District-wide savings initiative for FY 2003 (refer to Chapter 4) this agency's existing capital budget was cut by \$5,615,000.

The FY 2003 proposed capital budget for the Department of Public Works is \$2,200,000. This budget includes the Local Facilities funded from (General Obligation or GO Bond Financing)

The FY 2003 on-going, Local Facilities budget funds Facilities Renovation for the Fenwick Building. This project will include renovation and upgrading of building components as necessary to extend their useful life and modifications associated with these improvements.

Capital improvements table
This is the proposed expenditure schedule of the new and existing projects for FY 2003 through FY 2008 by cost element.

Table KT0-3
Capital Improvement Plan, FY 2001-FY 2008
(dollars in thousands)

Department of Public Works

Department of Public Works

Cost Elements	FUNDING SCHEDULE										Budget	Total Budget
	Through FY 2001	Budgeted FY 2002	Year 1 Total	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007	6 Years FY 2008			
a. Long Term Financing:	10,192	14,956	25,147	2,220	0	0	0	0	0	0	2,220	27,367
b. Local Street Fund:	0	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	0	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	38,599	7,850	46,449	0	0	0	0	0	0	0	0	46,449
h. Other:	0	0	0	0	0	0	0	0	0	0	0	0
Total:	48,791	22,806	71,596	2,220	0	0	0	0	0	0	2,220	73,816
Cost Elements	EXPENDITURE SCHEDULE										Budget	Total Budget
	Through FY 2001	Budgeted FY 2002	Year 1 Total	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007	6 Years FY 2008			
a. Design:	2,848	1,542	4,390	777	0	0	0	0	0	777	5,167	
b. Site:	0	8,500	8,500	0	0	0	0	0	0	0	8,500	
c. Project Management:	2,309	2,223	4,532	1,334	710	710	0	0	0	2,754	7,286	
d. Construction:	15,847	28,487	44,334	8,962	6,950	0	0	0	0	15,912	60,246	
e. Equipment:	38,599	7,850	46,449	760	0	0	0	0	0	760	47,209	
Total:	59,603	48,602	108,205	11,833	7,660	710	0	0	0	20,203	128,409	

FY 2003 Proposed Budget and Financial Plan

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